

Arts and Culture Entrepreneurship ACE 2021

Third Workshop

1 - 5 November, 2021

Amman



PROGRAM BRIEF

Arts and Culture Entrepreneurship

The Arts and Culture Entrepreneurship (ACE) is an AFAC special program, in partnership with Drosos Foundation and supported by the German Federal Foreign Office. ACE is designed to inspire, invigorate and strengthen small and medium cultural institutions throughout the Arab region. The program is built so as to provide an opportunity for these institutions to re-examine their mission in light of a rapidly-changing globalized world, re-assess their relevance to their audiences and stakeholders, get inspired by peer institutions in other sectors and geographies facing the same challenges and opportunities, and finally acquire new skills and capacities to improve their long-term sustainability.

The program is conceived as an experiment in “learning by doing”, crafted and delivered by a group of specialists from the cultural sector and beyond. ACE is made of several modules, delivered to 8 participating cultural institutions selected after a nomination and jury selection process. The director and deputy director of the respective institution will participate in the 12-month program that includes three workshops as well as mentorship and follow-up in-between. Much of the material generated during the program will be made available online for other non-participants to benefit from, with additional public talks and panels to engage with wider audiences. The selected participants will additionally be given a grant of \$25K to fund a specific institutional activity that has been inspired by the program, which they can implement towards the end of the one-year cycle.

ACE content includes strategy, communications, design thinking and fundraising; learnings from leaders in microfinance, storytelling and entrepreneurship; case studies from peer institutions in Africa and Asia; reflections on global themes of inequality, technology and ethics.

ACE Workshops

We as cultural institutions are public benefit institutions. What is the value we generate? What is the social impact we create and for whom? How can we remain relevant and connected to our communities? How is what we do locally linked to global efforts for sustainable development? What can we learn from practitioners in different contexts and sectors? What kind of stories do we tell of our work, and using which tools? How do we mobilize individuals, corporations and institutions in innovative ways to invest in arts and culture in our region? What are ethical considerations related to sources of funding? How adaptive is our leadership to espouse an entrepreneurial spirit? How do we inspire ourselves to innovate, and what are our priorities? How can we work with a public and non-profit sector that aims to be as efficient as the private sector, and a private sector that tries to be socially-minded? What other aspects should we be busy with? These are some of the questions that we will dwell upon in the three ACE workshops.

Co-pilots Initiative

The arts and culture sector in the Arab region has experienced over the last decade a significant expansion in terms of infrastructure, organizations and audiences. It has become a significant employer of emerging, young and dynamic cultural managers as well as more seasoned leaders. Yet, most have struggled to “learn on the job” and have had minimal if any training and capacity-building on the broad range of issues pertaining to the development and sustainability of arts and culture organizations. The co-pilots program was conceived as an experiment in the second cycle of the ACE program in 2020, as a means to offer regional cultural managers the opportunity to not only sit through and participate in a rigorous year-long program of talks, workshops, training and presentations with the cohort of 8 selected organizations, but also to immerse themselves in the challenges and realities facing organizations and cultural leaders in and from the region. Furthermore, it is a unique chance for them to receive a tailored set of training and coaching to help develop their own professional and leadership skills in relation to public speaking, decision-making, facilitation, mentorship, time and conflict management, etc. The co-pilots initiative is an attempt to fill the glaring vacuum in trained practitioners who can act as consultants, advisers, trainers and facilitators in support of the arts and culture community in the Arab region.

ACE Third Workshop

In the third and final 5-day workshop of the cycle (1-5 November 2021), we will conclude the design thinking series with focusing on developing and testing a prototype, while we conclude the communication strategy series with going into the details of how a communication strategy would be implemented. Accompanied by specialists and experts with diverse backgrounds and experiences from Tunisia, Lebanon, Jordan, Egypt, Palestine, the Netherlands, Brazil, the United States and the UK, the participants will be exposed to different topics such as resource mobilization including assets and business models, and ethics in project financing, diversity of business and impact models, community engagement and audience development strategies, as well as leadership and management styles. We will also be inspired by learning from colleagues in the field, by exploring their organizational and programmatic challenges and successes through the case studies from the Karama Film Festival and Radio Alhara. Additionally, we will learn about the context of the arts in Brazil from two innovative organizations, Redes De Mare and Procomum Institute; and we will visit and learn from Jordan’s premier arts organization, Darat Alfunun.

PROGRAM SCHEDULE

DAY 1 – MONDAY, 1 NOV. 2021

10:30 am - 11:30 am

Session 1- Welcome back and Warm up

Moukhtar Kocache

In this session, participants will meet physically for the first time after meeting online in the first and second workshops. Participants will introduce themselves and get to know each other through fun activities.

11:30 am - 12:00 pm

Coffee break

12:00 pm - 1:30 pm

Session 2 - About Us / Challenges and Gaps

Moukhtar Kocache

This time is dedicated to give everyone a space for deeper presentations of their work and challenges as well as to engage in a conversation with other participants and a chance to collect feedback, shared insights and reflections by peers. Each organization will have 10 minutes to share two challenges and two opportunities to explore collectively with other participants.

This will be the chance for the participants to talk about their respective contexts, share with the rest of the group their challenges and ambitions, and finally, interrogate the notion of entrepreneurship and innovation for arts and culture from their own perspectives.

1:30 pm - 2:30 pm

Lunch

3:00 pm - 6:00 pm

(Coffee break: 4:15 pm - 4:30 pm)

Session 3 - Design Thinking 3

Nadia Roumani

For the third session in the Human-Centered Design series, Nadia will lead participants through a series of exercises that will focus on how to apply human-centered design principles and practices to participants' new programs and initiatives. The session will focus specifically on how to structure and run a creative brainstorming session to generate new offerings; how to identify and study analogous examples for inspiration; and how to ensure that your program or initiative will engage the people you most want to use it. The group will go through a series of team-based, interactive exercises to adapt these lessons to refine each organization's emerging programs.

8:00 pm - 10:30 pm

Welcome Dinner

DAY 2 – TUESDAY, 2 NOV. 2021

10:00 am – 11:30 am

Session 4 - External Diagnosis Tools

Ouafa Belgacem from Culture Funding Watch

This session will introduce participants to three key tools that help guide their analysis and understanding of their environment and context. These tools are Stakeholder Analysis, a process of reflection on one's added value within a broader ecology and environment; Power Analysis, a mapping exercise to identify key competitors and potential partners as well as a deeper understanding of how to engage with others in the field; and Dynamics Analysis, a methodology of analysis of the relationships that exist between various stakeholders.

11:30 am - 12:00 pm

Coffee break

12:00 pm - 1:30 pm

Session 5 - Internal Diagnosis Tools

Ouafa Belgacem from Culture Funding Watch

This second session will familiarize participants with various thinking processes and exercises to allow leaders to explore their organization's existing assets and internal resources for the development of fundraising and income generation strategies. Key elements include identifying knowledge and expertise existing within the organization, resources already within reach and what else might be produced to develop and launch a healthy income stream strategy. Participants will be introduced to a variety of types of resources, especially earned income and a broader understanding of the fundamentals of resource mobilization.

1:30 pm - 2:30 pm

Lunch

2:30 pm - 4:45 pm

(Coffee break: 3:30 pm – 3:45 pm)

Session 6 – Connecting with Communities

Doug Borwick

Audience development is the path to earned income for arts organizations. Community engagement is the means of ensuring long-term growth for arts organizations and of fostering stronger, healthier communities. This session will introduce the basics of effective audience development and community engagement and the ways by which they can be implemented. In the first part we will learn about Understanding Audience Development and Community Engagement Terminology; discuss audience development and arts marketing; rationales for, misunderstandings about, and principles of successful community engagement. In the second part, we will learn about The Community Engagement Process; an overview of the process of planning for and implementing community engagement strategies.

DAY 3 – WEDNESDAY, 3 NOV. 2021

10:00 am - 11:30 am

Session 7 - Field visit to Darat Alfunun

Mohammad Shaqdi

We will visit a peer organization – Darat Alfunun – to explore their space, learn about their work and programs, their mission, their achievements, as well as their institutional challenges and opportunities.

11:30 am - 11:45 am

Coffee Break

11:45 am - 1:15 pm

Session 8 - Communication Strategy

Hatem Imam

This last session in a series of three will set a clear plan of action for each organization. We will go into the details of how a strategy would be implemented, going from the generalities of the message, its tone and visual language, to the details of which platforms to use and how, as well as the timeline of deployment and execution.

1:15 pm - 2:00 pm

Lunch

2:00 pm - 3:30 pm

Session 9 - Communication Strategy

Hatem Imam

In this session, we will continue to delve deeper into each organization's communication strategy and will discuss various tools needed to assess and evaluate the successful implementation and outputs of our strategies.

3:30 pm - 4:00 pm

Coffee Break

4:00 pm - 5:30 pm

Session 10 - Impact Investment in the Creative Sector

Fransisca Anderson

In this session we will learn about the origin of the Arts Impact Fund in the UK, the notion of blended capital and mixed-motive/impact investing, the growth and development of impact investment in the creative economy in the UK, and the birth of Arts & Culture Finance. We will look in depth at a few examples of investments, showcasing a diversity of business and impact models. We will also talk about how we think about measuring and evaluating impact, both at an organizational level and at a fund level. We will also discuss the Creativity, Culture & Capital initiative, which coincided with the UN's 2021 Year of Creative Economy for Sustainable Development, and is intended to be an advocacy platform for the power of the creative economy to drive positive social change, and the multitude of financing models that can be used to achieve this.

DAY 4 – THURSDAY, 4 NOV. 2021

10:00 am - 1:30 pm

(Coffee break: 11:30 am - 12:00 pm)

Session 11 - Leadership

Robert Wolfe

This part of the training is about you. Specifically about the way you lead. We will distinguish between how you lead yourself (think time-management, self-motivation, purpose, discipline) how you lead others (think connecting, clarity of communication, dealing with imperfections, setting goals, etc.) and leading a vision (think of setting goals for the organization, knowing the purpose of the organization and how to communicate it, setting strategies and changing them as well as managing stakeholders). You will be asked to reflect on your leadership in these 3 different areas, and look specifically for strengths and possible next steps. You will in conversation help others with the clarity of their strengths and ways they might reinforce these further in their careers.

1:30 pm - 2:30 pm

Lunch

2:30 pm - 4:30 pm

Session 12 - Learning from Innovative Cultural Work in Brazil

Georgia Nicolau (Instituto Procomum and Eliana Sousa Silva with Renata Pepl (Redes da Maré)

Through this session, we will learn about the context of arts and culture in Brazil, about issues of funding, policy and community engagement. We will be immersed in the rich experience of two organizations (Redes da Maré and Instituto Procomum) and learn about their programs, how they are resourced financially and how they work with communities and audiences. We will also learn about the knowledge and experience they have acquired over the years, and how they negotiate complex socio-political realities. What new methodologies, theories, procedures, forms of organizing are they currently exploring in their work and why.

6:00 pm - 7:30 pm

Public Talk - Participatory, Social and Engaged Practices in the Arts

Moderated by: *Moukhtar Kocache*

Panelists: *Zeina Daccache - Michael Rakowitz - Nida Sinnokrot*

This panel will seek to present the work and experience of three artists whose work over the past few years has been rooted in practices that are participatory in nature, with specific communities, as well as follows a socially minded and engaged approach. What are the determinants of such practices? What "results" or outputs do they usually produce? What lessons can we learn from the expansion of such practices over the last decade? How can such practices be more fully supported and encouraged by cultural institutions and the arts sector in general, and in the Arab region more specifically? What knowledge gaps can we identify and provide the sector and artists to advance such practices?

DAY 5 – FRIDAY, 5 NOV. 2021

10:00 am – 11:30 am

Session 13 – Karama Film Festival and Radio Alhara

This session will bring together two exceptional and unique initiatives that bring a wealth of knowledge and experience in managing and developing audiences and communities from within the cultural sector with strong social and political undercurrents. We will hear about the Karama Film Festival and its decade-long experience in managing a human rights film festival in Amman, and most recently in Beirut as well. We will also learn from a relatively new initiative, Radio Alhara, which has been providing an innovative model of online community radio focused on music from the Arab region and beyond, and its engagement on a breadth of social issues. These two case studies will provide two distinctly different approaches to audience development, community building and marketing. One offers a more traditional, physical and locally rooted approach as a film festival, while the other offers an example of a fully digital platform for engagement.

11:30 am - 12:00 pm

Coffee Break

12:00 pm – 1:30 pm

Session 14 – Feedback and Incentive Grant

We conclude the workshop of the third ACE cycle with a recap session! We will talk about what's next and how to take it from here, in addition to sharing some feedback and suggestions for the next year. We will discuss the incentive grant and go over practical issues related to the proposal template (content and budget) which participants will submit following the end of the third workshop, and answer any burning questions.

1:30 pm - 2:30 pm

Lunch Break

8:00 pm- 10:00 pm

Farewell Party at MMAG

BIOGRAPHIES



EXPERTS



Doug Borwick

Doug Borwick is the author of *Engaging Matters*, a blog for ArtsJournal; author/editor of *Building Communities, Not Audiences: The Future of the Arts in the U.S.* and author of *Engage Now! A Guide to Making the Arts Indispensable*. One of the U.S.' leading advocates for the arts and community engagement, Dr. Borwick has served as keynote speaker and workshop presenter at conferences across the U.S. and Canada as well as in Australia, Chile, Beijing, and Singapore. He has been described as "the spokesperson for the importance and value of community engagement." Dr. Borwick is past President of the Board of the Association of Arts Administration Educators, an international organization of higher education programs in the field. For three decades he served as Director of the Arts Management and Not-for-Profit Management Programs

at Salem College in Winston-Salem, North Carolina. Dr. Borwick is CEO and founder of ArtsEngaged, offering training and consultation services to artists and arts organizations seeking to more effectively engage with their communities. Dr. Borwick holds a PhD in Music Composition from the Eastman School of Music and is an award-winning member of the American Society of Composers, Authors and Publishers - ASCAP.



Eliana Sousa Silva

Internationally recognized as one of Brazil's most important social activists, Eliana Sousa Silva holds a PhD in Social Service from the Pontifical Catholic University of Rio de Janeiro (PUC-Rio). At the Federal University of Rio de Janeiro she coordinated a Post-Graduate course on Public Security and Social Services, and as Director of Community and University Integration, she established innovative programs of public engagement and widening participation. Daughter of Northeast Brazil migrants, Eliana grew up in the favela complex of Maré in Rio de Janeiro (Brazil). She was the first woman elected president of the Maré Residents' Association at the age of 22 - and set up a community-based program to enable residents from the largest of Rio's favelas to follow her own path into university education. In 1996 she founded Redes da Maré (Maré Development Networks), as

a non-governmental organization which has become a national and international reference point for its educational, social and cultural projects. In 2018 she curated the first WOW - Women of the World Festival in Latin America and is part of the Global Advisory Board of WOW - Women of the World Foundation.



Elias and Yousef Anastas

Born into a family of architects, Elias and Yousef Anastas graduated from Paris with a Masters in Architecture and both worked there for a while. Elias returned to Bethlehem after winning a competition for a music conservatory, while Yousef graduated from Paris with a second Masters in Structural Engineering.

They founded Local Industries in 2012, a community of bold artisans and designers dedicated to industrial furniture-making, and SCALES in 2016, a research department that is constantly enhanced by linking scales that are usually opposed. Their studio's work brings together architecture practices, furniture-making, research projects and cultural initiatives.

Their most recent works include Qamt, acquired by the Victoria and Albert Museum in London; Radio alHara – a community based online radio;

the Hebron courthouse project; and Stonematters - an experimentation-based research onto the possibilities of stone use in contemporary architecture. They are also about to launch The Wonder Cabinet in Bethlehem, a cultural endeavor to create an art production platform bringing together artisans and artists.

Mothanna Hussein and Saeed Abu-Jaber

Founded in 2015 by designers Mothanna Hussein and Saeed Abu-Jaber, Turbo is a multidisciplinary visual art and graphic design studio based in Amman, Jordan. Turbo's space serves both as the designers' studio and an exhibition/



Francesca Sanderson

Francesca Sanderson has been at the innovation foundation Nesta for six years and has overseen the development of Arts & Culture Finance, which manages over £30m of impact capital on behalf of eight funders, including Nesta. She has led on various projects including Nesta's involvement in the RSC's Dream project, for the Industrial Strategy's Audience of the Future programme; Amplified, a grant and structured support programme helping cultural and creative organizations to use digital ideas to generate social impact; a Creative Immersive Mental Health fellowship programme with StoryFutures looking at the role of creatives in engaging users; and Alternarratives, a prize designed to bring the short story form into the 21st century with the aim of reigniting interest in reading for pleasure among young people. In early 2021, to coincide

with the UN Year of Creative Economy for Sustainable Development, and in partnership with leaders at international peer organisations Upstart Co-Lab and Fundacion Compromiso, Francesca spearheaded the launch of Creativity, Culture & Capital, a collaborative advocacy platform, showcasing the power of arts and creativity to effect positive social change across the globe, and the innovative ways people are structuring finance to achieve this.

**Georgia Nicolau**

Georgia Nicolau is a Brazilian creative professional, researcher, trained facilitator and consultant in the areas of social organizations, culture and arts and collaborative practices and methodologies. In 2016, she co-founded the Procomum Institute, a commons-based organization where she is currently director of programs and partnerships and institutional development.

**Hatem Imam**

Hatem Imam is a visual artist and graphic designer. He is the co-founder and creative director of Studio Safar, editor-in-chief of Journal Safar, co-founder of Samandal comics, and the artistic director of Annihaya record label. He has been teaching at the department of Architecture and Graphic Design at the American University of Beirut since 2007. Hatem holds a Bachelor of Fine Arts in Graphic Design from the American University of Beirut (AUB), and a Masters of Arts in Fine Arts from the University of Creative Arts in Canterbury - UK.

**Michael Rakowitz**

Michael Rakowitz is an Iraqi-American artist working at the intersection of problem-solving and trouble-making. In 2018, he was the recipient of the Herb Alpert Award in the Arts and the Fourth Plinth commission in London's Trafalgar Square. In 2020, he was the recipient of the Public Art Dialogue award and the Nasher Prize. Between 2019 and 2020, a survey of Rakowitz's work traveled from Whitechapel Gallery in London, to Castello di Rivoli Museo d'Arte Contemporanea in Torino, to the Jameel Arts Centre in Dubai. Rakowitz lives and works in Chicago.

<http://www.michaelrakowitz.com>

**Mohammad Shaqdihi**

Mohammad Shaqdihi has a background in graphic design and a degree in applied arts. He joined the Darat al Funun team in 2008. The scope of his work includes exhibitions production, management and documentation.

In addition to engaging with the artists in residence, he is Darat al Funun's community outreach officer and is responsible for implementing the Nahnou Together educational program. He was awarded the 2012-2013 Cultural Heritage Fellowship for Community Engagement and Museums at University College London.

**Nadia Roumani**

Nadia Roumani is the Principal of Roumani Consulting LLC, a consulting practice that has been providing a range of services including strategic advising, facilitation, as well as program and workshop design for the past fifteen years. She has consulted and facilitated design thinking and strategy workshops for foundations, non-profit organizations, academic institutions, and businesses around the world, including Europe, the Middle East, North and East Africa, and North America.

Nadia is currently a Senior Designer with, and co-founder of, Stanford's Hasso Plattner Institute of Design's Designing for Social Systems Program. In 2015, Nadia co-founded and directed Stanford University's Effective Philanthropy Learning Initiative (EPLI), which aims to help high-net-worth individuals increase their philanthropic impact.

Nadia is a serial social entrepreneur. She received her Bachelor of Arts in Economics and International Relations from Stanford University, and her Masters of Arts in International Affairs from Columbia University's School of International and Public Affairs.

**Nida Sinnokrot**

Nida Sinnokrot is an artist and educator whose work explores how various forms of power and bias are embedded in dominant narrative structures and attendant articulations of time and space. Working across film, video, photography, sculpture, installation, and agriculture, Nida seeks to expose and cannibalize - through tactile, tactical and material acts of technical and conceptual detournement - various technologies of control that give rise to shifting social, political and environmental instabilities. Nida is a co-founder of Sakiya – Art | Science | Agriculture, an international residency program and research platform in the West Bank village of Ein Qinya, and a faculty member of MIT's Art, Culture and Technology Program (ACT) in Cambridge, Massachusetts.
<https://www.nidasinnokrot.com>



Ouafa Belgacem

Ouafa is an expert in resource mobilization and sustainability and a researcher interested in topics related to arts and culture funding, cultural policies and art financial engineering. She is the founder and CEO of Culture Funding Watch, a leading art funding platform in the MENA region. She is also the creator of www.cceindex.com, the cultural and creative enterprises global index. She holds four Masters degrees in History, Archaeology, MBA and Heritage Management. She has worked in the Middle East, Africa and Asia. Prior to founding Culture Funding Watch, she worked with Oxfam GB as Regional Funding Coordinator in Myanmar and West Africa. Previously, she worked with SNV in Laos as Senior Business Development Advisor and as Assistant to the Head of Finance and Contract Section for the European

Commission Delegation in Cairo. Ouafa was also assigned as head of fundraising unit within the Supreme Council of Antiquities of Egypt. Ouafa is the writer of several global reports: UNESCO special report on creative economy 2013, Compendium of cultural policies in the Arab region 2010, CS report on 2005 convention 2019, Cultural policy in the MENA region (UNESCO) 2019. She is a board member of the CS interim steering committee for the UNESCO 2005 convention, and Vice President of the Tunisians startup association. Ouafa has been one of the international experts to assist in the evaluation of proposals submitted for funding to the UNESCO's International Fund for Cultural Diversity as well as the Tfanen EU program in Tunisia.



Renata Peppi

Renata is from Brazil and has been working for over 8 years as a Senior Research and Programme Manager for International Researches on the topics of Gender-Based Violence, Mental Health, Urban Violence and Wellbeing, and Arts and Homelessness. Since 2016, she has been partnering with Redes da Maré on a number of international research and community engagement programs to support the production of knowledge on gender inequalities, public security and mental health in Maré, Rio de Janeiro (Brazil). She is also an International Coordinator supporting WOW - Women Of the World Festival Rio de Janeiro, and recently joined as a Program Manager at the Unit of Social and Community Psychiatry at Queen Mary University of London, managing PIECEs, a 4-year programme testing arts and social interventions to improve

community-based care of people with severe mental health illness in India and Pakistan.



Robert Wolfe

Born in Australia and educated in the Netherlands, Robert's background is in management training, leadership coaching, improvisation comedy, and children's novels writing. He has lived in London where he published a book on corporate strategy, was a management trainer in Sydney, and trained Shell managers around the world on how to be coaches as well as managers. He now serves as a leadership coach, storytelling trainer and innovation facilitator at THNK, the Amsterdam School of Creative Leadership.



Zeina Daccache

Through the NGO she founded in 2007, Catharsis-Lebanese Center for Drama Therapy, Zeina brought the innovative tools of drama therapy to Lebanon. In 2009, she produced the theatre production "12 Angry Lebanese" with inmates of Roumieh Prison. This pioneering production as well as the documentary that emerged from the process received international acclaim and led to the implementation of Law 463 in 2009 (the reduction of sentences for good behavior). In 2011, she created the play "Scheherazade in Baabda", with women inmates of Baabda prison, where they shared their personal stories in an attempt to heal their wounds and hold up a mirror to Lebanese society about the oppression of women. Her second feature documentary "Scheherazade's Diary" won 10 international awards. She also produced and directed theatre

plays with several disadvantaged populations that lobbied for policy change, such as with Migrant Domestic Workers (Shebaik Lebaik, 2014) and residents in psychiatric hospitals (From the Bottom of My Brain, 2013).

In 2016, she directed the play "Johar... Up in the Air" interpreted by the Roumieh inmates, that conveyed the messages of the mentally ill inmates and those sentenced to life to the society and decision-makers. "The Blue Inmates", a documentary that emerged from the process, saw the light in 2020. In addition, the project led to 2 draft laws aiming for a suitable Legislation for Mentally ill Inmates & Inmates Sentenced to Life, prepared by Catharsis and submitted to the Lebanese Parliament in 2016. Zeina is recipient of many awards for her distinguished contributions to the field of social initiatives and services.



Sawsan Darwaza

Sawsan Darwaza is a Jordanian theatre and film director who works on collective projects. She started her career as a theatre director, introducing the audio-visual medium of film and video within her theatre pieces. She is currently the creative director of Al Ma3mal 612 Think Factory, an art collective based on a pool of thinkers and artists who work on alternative projects using art and film as a tool for social change. Born in Syria and studied theatre at The Lebanese American university and French literature at Damascus University, in 1985 she moved to Amman and worked on producing, writing, and directing more than twenty plays. Working on a major television series of documentaries about artists in the Arab world, she entered into a new world of encountering the realm of different art disciplines. Sawsan is also the president of the Jordan center

of the International Theatre Institute (ITI) and the Director of the Karama Human Rights Film Festival since 2010.



Moukhtar Kocache

Moukhtar Kocache is an independent advisor and consultant with expertise in curatorial practice, media, philanthropy and cultural and civil society development. His current interests include the sustainability of independent creative platforms, cultural and social justice philanthropy, political philosophy and policy, alternative institutional structures, memory, film and material culture.

From 2004 to 2012 he was Program Officer at the Ford Foundation's regional office in Cairo. From 1998 to 2004 he was Director of Programs and Services at the Lower Manhattan Cultural Council in New York. He is the co-founder of Rawa: Creative Palestinian Communities Fund, a participatory initiative that supports Palestinian grassroots to creatively solve community development challenges. He is the author of Creation Out of

Crisis, A Historic Moment to Leverage Arts & Culture's Contributions to Social Change in the Arab Region and several other reports on arts and culture and social justice philanthropy; he is also a regular lecturer and keynote speaker at educational institutions and philanthropy, arts and civil society fora.

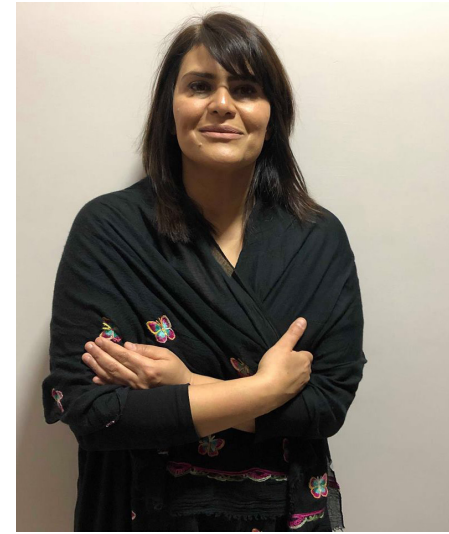
CO-PILOTS



Aya Nabulsi

Aya is the Executive Director of Al Balad Theatre and Al Balad Music Festival in Amman – Jordan. She has been working in the arts and culture scene, especially in the music festival field for the past 10 years. Aya works on the three annual festivals held by Al Balad Theatre namely: Baladak – graffiti and street art festival; Hakaya – storytelling festival; and Al Balad Music Festival. Aya is also the project manager of a program with Syrian refugees in camps and host communities in Jordan, which teaches

refugees the basics and fundamentals of performing and visual arts. Moreover, she works as an artistic manager consultant for local and regional bands. Aya represents Al Balad Theatre and Al Balad Music Festival in a variety of workshops, meetings, and international festivals. Furthermore, she worked on festivals as a cross-partner and festival manager in the region, such as Beirut & Beyond – Lebanon, Carthage Music Days (JMC) – Tunisia, and VISA for Music – Morocco.



Fatin Farhat

Fatin Farhat is a PhD researcher in cultural policy at the University of Hildesheim; a facilitator of the Task Force for Cultural Policy- Palestine; a research fellow at the CEC ArtsLink NYC; and a freelance advisor in monitoring and evaluation, cultural management and the creative cultural industries. She presently acts as the vice head of Culture Resource's artistic board. Fatin possesses extensive experience in cultural development and the management of cultural and artistic programs, and has previously served as the director of the cultural and social affairs department at the Ramallah municipality. She has actively contributed to the design and establishment of numerous cultural initiatives and centers in Palestine and the region. Fatin has been involved in a series of cultural research and mapping projects and interventions with: the Young Arab

Theatre Fund and the European Cultural Foundation, IETM, the Danish Center for Culture and Development, UNESCO, the government of the Netherlands, Drosos Foundation, Med Culture, SouthMed CV, the Ford Foundation, the Palestine Ministry of Culture, the Jordan Ministry of Culture, and the European Union. She is a member of the Expert Facility for the implementation of the 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expression. Fatin also acted as a juror for several local, regional and international funds in culture (the global UNESCO IFCD on cultural industries, Al Mawred Al Thaqafi, AFAC among others).



Jumana Al-Yasiri

Jumana Al-Yasiri is a Paris-based arts manager, consultant, writer and translator, working between Europe, the Arab region, and the United States. For the past fifteen years and beyond, she held key positions at regional and international organizations such as: Contemporary and World Music Programmer at Damascus Arab Capital of Culture 2008; Grants Manager at the Young Arab Theatre Fund; International Development Officer at Hammana Artist House; and Middle East and North Africa Manager at Sundance Institute Theatre Program, where she contributed to the development of new works by theatre makers from the Arab region and the diaspora through a series of labs and residencies. As an independent advisor and curator, she designed and supported the implementation of arts and culture programs in the framework of D-CAF's

Arab Arts Focus, Moussem Nomadic Arts Center, and Med Culture. More recently, she designed Lands in Exile among the activities of The Walk, a large-scale public art work by Good Chance theatre company, which will play out across Europe and the United Kingdom in 2021. A member of The Laboratory for Global Performance and Politics' Inaugural Fellows cohort at Georgetown University, Jumana holds a Bachelor of Arts in Theatre Studies from Damascus Higher Institute for Dramatic Arts, and a Masters of Arts in Comparative Literature from the University of Paris VIII.



Khadija El Bennaoui

A cultural practitioner with more than fifteen years of experience in the arts and culture sectors, Khadija El Bennaoui is well rooted in theatre performance; holds an ongoing practice as a producer and curator; and is committed to working with artists to improve the conditions for their creativity to flourish. As a consultant, Khadija has contributed her expertise in cultural cooperation, grant-making, cultural policy research and program design to missions led by EUNIC, the Ford Foundation, the European Cultural Foundation, Mimeta, Med Culture, UNESCO, the European Commission and more. An important strand of Khadija's career has been devoted to improving the conditions for artists' mobility, particularly within

the Global South. In 2005, she launched Art Moves Africa, the first mobility fund devoted to artists and cultural operators travelling within Africa. Concurrently, she played a key role in the development of the Young Arab Theatre Fund (currently Mophradat), convening and managing four major symposia for members of independent arts and culture spaces in the Arab world. Furthermore, she has been heading the Performing Arts Unit of Cultural Foundation - Abu Dhabi since January 2020. Khadija holds a Bachelor of Arts in Arabic Studies from Ibnou Zohr University, a Bachelor of Arts in Cultural Management from Hassan II University, and a European Diploma in Cultural Management from the Marcel Hicter Foundation.



Sandra Edward

Sandra Edward plays different roles in the cultural scene, between artistic and educational initiatives. Her interest is reflected in forming and applying cooperative systems, which are concurrently effective and flexible. During the past years, Sandra has worked in different positions with the Contemporary Image Collective - CIC, Anna Lindh Foundation, and Al Mawred Al Thaqafy. She is currently developing a publication for children.



Zafira Ouarts

A lawyer by profession, Zafira Ouarts decided to follow a different path by creating, in 2000, Artissimo - the first private school in Algeria entirely dedicated to the arts, which underwent in 2020 a transformation to become a creative hub dedicated to the development of the cultural industry sector. Backed by her experience in communications and leadership, Zafira boosted her career by putting her cultural entrepreneur skills at the service of international projects to promote cultures in all their diversity: festivals, conferences, masterclasses, etc.

Appointed as Vice-President of the PNB-NAPEO initiative in 2012 (Partner for a New Beginning North Africa Partnership for Economic Opportunities, an initiative launched by Barack Obama), then Vice-President of Global Entrepreneurship Network (GEN) in 2016, Zafira has been carrying out actions to support young businesses in the creative field. From guidance, international and multicultural project management, to setting up artistic events, she has fulfilled her responsibility as a cultural entrepreneur by bridging art, culture and business.

PEER INSTITUTIONS



Darat Alfunun

Darat al Funun - The Khalid Shoman Foundation is a pioneering not-for-profit private foundation dedicated to supporting arts and artists from the Arab region.

Darat al Funun, which means 'home for the arts' in Arabic, is housed in six renovated historical buildings dating from the 1920s and 1930s with a restored archaeological site of a Byzantine church built over a Roman temple in the garden. It aims at creating a stimulating environment that provides a platform and a meeting place for artists, supporting art practices, artistic exchange and critical discourse, and exhibiting, researching and archiving Arab art.

Radio Alhara

Radio Alhara is a radio station based in Bethlehem, Ramallah and Amman. Launched during a global lockdown crisis, it encompasses the idea of a public space. The radio hosts musical sets, conversations, recordings, discussions, and its main aim is to blend the limits between producers and listeners.

Karama Human Rights Film Festival (HRFF)

Karama HRFF is the first international human rights film festival to be established in Jordan. Since the first edition in 2010, it has been at the eye-of-the-storm. Karama HRFF was close to the pulse of the most intense period of intellectual, moral, creative, and artistic creation in the Arab region and beyond. Karama HRFF is usually a six-day international film festival held in Amman - Jordan with a global partnership that aims to promote dialogue, engage in debate, build capacity, launch high-impact programs to address stressing topics concerning human rights issues in the Middle East, the North African region and beyond, through films, visual arts, music, seminars, forums, and art exhibitions.

During the past eleven years, Karama HRFF had more than 600 film screenings from 66 countries, in the genres of documentary, feature fiction, short fiction, and animation.

Through eleven seminars, eleven musical concerts, ten art exhibitions, and open-air wall screenings on old buildings (Cinema of the neighborhood), six youth forums, and two Networking Must Meet Meetings, Karama HRFF has established itself as a truly global platform from the Middle East.

It aims to advocate for human rights through film screenings, invite debate, encourage critical thinking and civic engagement, and open democratic dialogue about human rights issues among the various international, regional and local institutions and organizations and the wider public.



PARTICIPATING INSTITUTIONS



B'sarya for Arts

Egypt – Multi-disciplinary

B'sarya for Arts is an independent art space located in the heart of downtown Alexandria - Egypt. It is dedicated to the development of the contemporary art scene in the disciplines of music and photography, through the organization of artistic residencies and photography exhibitions, as well as the release of music productions.



Ahmed Nagy

Ahmed Nagy is co-founder and director of B'sarya for Arts. After studying production engineering, he made a career shift to follow his passion in the art field. Prior, he worked as an administrator in Centre Rezodanse Egypt, a contemporary dance school in Alexandria, Egypt, then as an administrator of Nassim Elraqs festival, a contemporary dance festival in public spaces. In July 2019, together with two other co-founders, he founded B'sarya for Arts.



Mohamed Saleh

Mohamed Saleh occupies the position of production officer at B'sarya for Arts. He graduated from the Faculty of Education and worked in various fields until he joined B'sarya as a program coordinator in 2018; his first job in the art field. In 2020, Mohamed became the project coordinator of "Itmahrag", a dance and music creation. He currently resides in Paris to follow the "Itmahrag" tours.

En Toutes Lettres

Morocco – Literature

En Toutes Lettres is an independent publisher based in Casablanca – Morocco. It is specialized in essays by writers, researchers and journalists. It aims to promote investigative journalism and make accessible to non-specialists the works of academics and researchers in social sciences. En Toutes Lettres is also a training platform dedicated to the dissemination of humanist values and media skills. Through its books and training programs (Openchabab, Openchamal and Openjanoub) En Toutes Lettres contributes to spread the culture of debate and critical thinking.



Kenza Sefrioui

Kenza Sefrioui is a literary critic and publisher in Casablanca - Morocco. In charge of the cultural section in the Moroccan magazine *Le Journal hebdomadaire* from 2005 to 2010, she now contributes to *Tel Quel* and *www.economia.ma*. She studied comparative literature at the Sorbonne University (Paris IV) and published her doctoral thesis entitled *The review Souffles (1966-1973): Hopes of cultural revolution in Morocco* (Editions du Sirocco, Grand Atlas Prize, 2013). She also co-directed *Casablanca, œuvre ouverte* (Le Fennec, 2013), the increased re-publication of *Casablanca, fragments d'imaginaire* and a second volume of contemporary writings, *Casablanca, poème urbain* (Le Fennec, 2013), as well as co-signed *Casablanca, nid d'artistes* (Malika Editions, 2018). She is one of the founders of En Toutes Lettres, where she published *Le livre à l'épreuve* (2017).



Hicham Houdaifa

Hicham Houdaifa was born in Casablanca. Since 1996, he has been a correspondent and a contributor to many Moroccan and regional media outlets. Between 1999 and 2001, he was the New York correspondent for *Afrique Magazine*. He was also a journalist at the ground-breaking independent news magazine and weekly newspaper *Le Journal Hebdomadaire* from 2004 until 2010, the year the latter was shut down. Today, he regularly contributes to the weekly magazines *La Vie Economique* and *Tel Quel*, as well as the monthly magazine *Conjonctures*. He is the co-founder in 2013, along with Kenza Sefrioui, of En Toutes Lettres. Two of their books won the prestigious prize, *Le Grand Atlas: Le*

métier d'intellectuel in 2015 and *Islam et femmes les questions qui fâchent* in 2017. Hicham is in charge of the *Collection Enquêtes*, within En Toutes Lettres. He wrote two books, *Dos de femmes, dos de mulet : les oubliées du Maroc profond* (nominated for the prix Grand Atlas in 2015); and *Extrémisme religieux, plongée dans les milieux radicaux du Maroc* (winner of the Special Prize of le prix Grand Atlas in 2017). Hicham is also an NGO expert and an informed connoisseur of subjects such as religious extremism, women issues, migrants' rights. He is also a founder in 2018 of the training program Openchabab for young journalists and NGO workers.

Dar Qandeel for Culture and Arts

Palestine – Multi-disciplinary

Dar Qandeel for Culture and Arts is an independent, non-for-profit, cultural organization. It was established in 2003 by a group of young artists and activists in the city of Tulkarm - Palestine. It aims to facilitate the access to arts and culture among youths. Dar Qandeel works to raise awareness on the importance of culture and arts in the lives of people and the community, through the implementation of creative cultural and artistic community programs and activities that are far from the prevailing stereotypes.



Alaa Abu Saa

Alaa Abu Saa is the director and co-founder of Dar Qandeel for Culture and Arts in Tulkarm - Palestine. He is a painter, sculptor, actor and activist in the art scene in Palestine and the region. He possesses over 20 years of experience working in different cultural and artistic fields within local and international organizations.



Zina Zarour

Zina Zarour is the projects officer at Dar Qandeel for Culture and Arts in Tulkarm - Palestine. She holds over 8 years of experience in Palestine and the region, working as a performer, organizer, assistant director and media person for multiple organizations and events in both the performing and visual arts fields.

Koon Theater Group

Lebanon – Performing Arts

Koon is a theater group established in 2002. It gathers artists and experts of different nationalities who reside in Lebanon, within a dynamic experimental space dedicated to performing arts, and designed as a platform fostering communication and creative exchange between artists and beneficiaries. It also aims to develop a theatrical language emanating from its very own experience, and to reach a wide number of art aficionados, all the while encouraging communication between them and society's different stakeholders. Moreover, the group offers youths and artists the means to expand their knowledge and experience, in order for them to share their artistic and creative activities with a wide audience.



Anas Younes

Theatre maker, artistic and cultural activist, and puppeteer Anas Younes joined the Koon team in the beginning of 2020, and he is currently working on developing administrative system of the group in collaboration with the rest of the team. He produced two applied performances in alternative spaces. He also worked with several civil society and theatrical associations at the cultural administration and artistic consultancy levels. He managed several theatrical projects, and participated in structuralizing a number of cultural and theatre groups. Anas graduated from AUL university, majoring in drama and literature.



Ossama Halal

Theatre maker and founder Ossama Halal established Koon Theatre Group in Damascus in 2002, and created 8 theatre performances spanning from street performances and site-specific performances to physical and experimental theater performances. He then moved to Beirut in 2013 and launched Koon studio and Koon lab, created 3 performances and designed a series of workshops through the Koon theatre lab project, which target amateurs and professionals. Through his creations, Ossama seeks to find

new theatre forms that merge several performing arts disciplines. As such, he collaborates with independent and multidisciplinary artists from different artistic backgrounds. His theatrical practice also questions ideological, social and political issues. By creating Koon theatre lab, Ossama has emphasized on the importance of exchanging forms of expression. This in turn promotes artistic exchange through several trainings and workshops. Ossama graduated from the Higher Institute of Dramatic Arts which country in 2004.

Romooz Foundation

Yemen – Multi-disciplinary

Romooz Foundation is an independent, non-profit foundation dedicated to the promotion and development of Yemeni visual arts, literature and culture. Through local and international exhibitions featuring the work of Yemeni artists, trainings, residencies, workshops, film festivals, artists' talks and public programming, Romooz aims to contribute to the development of a pluralistic, democratic society in Yemen. The foundation aims to promote art as a means of conflict resolution, peace-building, learning and social development. Romooz also encourages the Yemeni public to interact with arts and artists through partnerships with international foundations and non-profit organizations.



Ibi Ibrahim

Ibi Ibrahim is an American Yemeni visual artist, musician, filmmaker and art practitioner. Ibi is the founder and director of Romooz Foundation; an independent, non-profit foundation dedicated to support emerging arts and literature in Yemen. In late 2019, Ibi co-founded Arsheef; a contemporary art gallery based in Sana'a, dedicated to emerging talents. His projects have received numerous art awards including the Institut Français Artist-in-Residence, the Arab Fund for Arts and Culture, Prince Claus Fund, British Council, Red Bull Middle East, Art Jameel, Culture Resource and others. Currently, Ibi is developing a research paper on the role of art as a means of peace resolution in Yemen.



Sadiq al-Harasi

Sadiq al-Harasi is a Sana'a-based cultural administrator. He currently works as a Projects Associate within Romooz Foundation where he oversees heritage and literature projects. He is also a writer and freelance producer. His work was included in a recent collection of short stories titled Conflict: New Literature in Yemen. His podcast topics focus on Yemeni heritage safeguarding. Sadiq is passionate about the history and heritage of Yemen, and he continues to develop his skills in culture and heritage safeguarding.

Cinema Akil

United Arab Emirates – Cinema

Cinema Akil is an independent cinema platform that brings quality films from across the world to audiences in the United Arab Emirates. Showcasing directors and filmmakers across the decades, Cinema Akil aims to create awareness and interest in film and the cinematic arts. Launched in 2014 as a nomadic cinema, Cinema Akil has held more than 80 pop-up cinemas attracting over 50,000 attendees in Dubai, Abu Dhabi and Sharjah. In September 2018, Cinema Akil opened its first permanent location in AlQuoz - Dubai, thereby becoming the first arthouse cinema of the Gulf Cooperation Council (GCC) region. Cinema Akil is a member of the Network of Arab Alternative Screens (NAAS), which includes members from the MENA region such as Metropolis in Beirut, Zawya in Cairo and Cinemathèque de Tanger in the Moroccan city of Tangier.



Butheina Kazim

Butheina Kazim is the founder of Cinema Akil, the only independent arthouse cinema in the Gulf region, programming repertory cinema programs at their flagship home in Alserkal Avenue in Dubai and through the nomadic cinema across the United Arab Emirates. Butheina is a member of the Steering Committee of the Network of Arab Alternative Screens of which Cinema Akil is a member. Butheina resides and works in Dubai.



Luz Salem Villamil

Luz Salem Villamil is the Deputy Director of Cinema Akil and the creator of Alternativo Latino, the United Arab Emirates' first Latin American Film Week. She holds more than 11 years of experience in the media industry, working as a PR and Marketing strategist as well as in production and film. She sat on the jury of the 10th Zayed University Middle East Film Festival (ZUMEFF) in 2019, and the student film competition at the American University of Dubai in 2018. Luz graduated with a Bachelor's degree in International Relations from the American University of Sharjah.

WaraQ Foundation for Arts and Culture

Libya – Multi-disciplinary

WaraQ Foundation for Arts and Culture is an independent non-profit organization dedicated to supporting the contemporary Libyan art scene, both locally and within the diaspora. It hosts a variety of cultural programs and artistic initiatives, thereby encouraging socio-critical dialogue between artists and audiences, and promoting art as an integral part of the social fabric. WaraQ was established in 2015 in Tripoli - Libya, as a response to the culmination of different crises, including political instability, civil war, isolation, forced migration, and the disappearance of resources and archives, which are causing damage to the local cultural ecosystem, and decreasing the possibilities for the art scene to grow.



Tewa Barnosa

Tewa Barnosa is a multidisciplinary artist and founder of WaraQ. She was born and raised in Tripoli and is currently based in Berlin. Her practice moves around identity and belonging definitions, ancient histories and uncertain futures of languages, written, oral and collective memory in the social and political context of Libya and North Africa. Barnosa focuses on the use of different forms of Tifinagh and Arabic calligraphy and texts as the main elements in her artistic production. She experiments with paper-based works, installations, digital mediums, moving images and sounds. Her work was exhibited in Gallerie Delle prigioni Treviso, Casa Arabe Madrid, AWAN London, 12-14 contemporary Vienna, David Gallo gallery Milan, P21 London, and other spaces internationally. She curated and organized several exhibitions, projects and activities that took place in WaraQ's space, and in the public spaces of the old city of Tripoli.



Blqees Zuhair

Blqees Zuhair is a multidisciplinary artist born and raised in Libya. She is influenced by her architectural studies, with a keen interest in photography. Her work captures social and political themes through the lens of everyday life, as a way to find an alternative interpretation of her surroundings. Trace, space, and identity are some of the key fragments that gravitate around her artistic practice.

Cinémathèque de Tanger

Morocco - Cinema

Cinémathèque de Tanger is a non-profit association created in 2006 and based in Tangier, Morocco. It is committed to the promotion of world cinema in Morocco, and Moroccan cinema in the world. It offers a collection of documentary films, feature films, experimental films and artists' videos, proposing educational activities and creating a platform for dialogue and encounters catered towards cinema professionals.



Sido Mohamed Lansari

Sido works as the director and head of programming of Cinémathèque de Tanger, North Africa's first art house cinema and film archive, since 2019. He holds a Master's degree in marketing and cultural management. In 2011, he joined the Contemporary Arts Biennale and Dance Biennale in Lyon team for two years. In 2020, he founded Divine, an online fanzine dedicated to arts and freedom of speech during the Covid19 lockdown. Sido is also a visual artist and an award-winning filmmaker. He is a member of the steering committee of NAAS – Network of Arab Alternative Screens.



Sara Médiouni

Sara Médiouni is currently working as a Public Relations Manager at Cinémathèque de Tanger. In the frame of her work, she is in charge of implementing image education and outreach programs with young audiences, students and local NGOs. She has first joined the team of Cinémathèque in 2016 with a prior experience as responsible of arts programs in the education sector. In 2020, Sara obtained a Master's degree in Documentary Cinema at the University of Abdelmalek Essaadi. She is also a board member of Atelier Kissaria – Think Tanger, a workshop for visual arts production.



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PARTNERS

Arab Fund for Arts and Culture – AFAC

The Arab Fund for Arts and Culture - AFAC - is an independent regional initiative that offers financial and professional support to emerging and established artists from the Arab region and diaspora and to cultural institutions engaged in supporting the contemporary Arab art and culture scene. Founded in 2007, AFAC is active in 20 Arab countries and supports annually up to 200 artists and institutions in the fields of Performing Arts, Visual Arts, Film, Music, Writing, Photography, Research, and Training and Regional Events. AFAC advocates for philanthropy for the arts and culture and for sustainability of the sector through public and private investments and entrepreneurial practices. AFAC has supported 1,860 projects to date (out of 16,595 applications) and contributed around \$30 million towards the production of artworks.

Drosos Foundation

Drosos Foundation is committed to enabling disadvantaged people to live a life of dignity. Together with partner organizations, it develops and supports projects that have a direct bearing on the effective and sustainable improvement of living conditions, and seeks, wherever it is involved, a long-term impact.

Drosos Foundation focuses on the development of life skills of disadvantaged children, young people and young adults through promoting creativity and economic independence. It is convinced that life and technical skills are key elements in personal development as they empower individuals to take control of their lives and make a positive contribution within their community.

Drosos Foundation was established in Switzerland in 2003. It owes its existence to a private endowment and is acknowledged as a non-profit organization. It is ideologically, politically and religiously independent. The Foundation is active in Egypt, Jordan, Lebanon, Morocco, Palestine and Tunisia as well as in Switzerland and in the eastern parts of Germany.

The Federal Foreign Office

The Federal Foreign Office represents Germany's interests to the world. It promotes international exchange and offers protection and assistance to Germans abroad. With headquarters in Berlin and a network of 229 missions abroad, the Federal Foreign Office maintains Germany's relations with other countries as well as with international and supranational organizations.

ACE 2021 Workshop 3 (1–5 November)

Sun- 31 Oct	DAY 1 – Mon 1 Nov	DAY 2 – Tues 2 Nov	DAY 3 – Wed 3 Nov	DAY 4 – Thurs 4 Nov	DAY 5 – Fri 5 Nov
Participants' Arrival	10:30– 11:30	10:00– 11:30	10:00– 11:30	10:00– 11:30	10:00– 11:30
	Session 1 Welcome back and Warm up Moukhtar Kocache	Session 4 External Diagnosis Tools Ouafa Belgacem	Session7 Field visit Darat Alfunun	Session 11 Leadership Robert Wolfe	Session 13 Peer visit Karama film festival and Radio Alhara at MMAG
	11:30–12:00	11:30–12:00	11:30–11:45	11:30–12:00	11:30–12:00
	Coffee Break	Coffee Break	Coffee Break	Coffee Break	Coffee Break
	12:00–1:30	12:00–1:30	11:45–1:15	12:00–1:30	12:00–1:30
	Session 2 About Us / Challenges and Gaps Moukhtar Kocache	Session 5 Internal Diagnosis Tools Ouafa Belgacem	Session 8 Communication Strategy Hatem Imam	Session 11 Leadership Robert Wolfe	Session 14 Feedback and Incentive Grant
	1:30– 2:30	1:30– 2:30	1:15– 2:00	1:30– 2:30	1:30– 2:30
	Lunch	lunch	Lunch	lunch	Lunch
	3:00 – 4:15	2:30 – 3:30	2:00– 3:30	2:30 – 4:30	2:30– 5:00
	Session 3 Design Thinking 3 Nadia Roumani	Session 6 Connecting with Communities Doug Borwick	Session 9 Communication Strategy Hatem Imam	Session 12 Learning from Innovative Cultural Work in Brazil Eliana Sousa, Renat Pepl and Georgia Nicolau	Shooting for ACE Video/ Studio visits
	4:15– 4:30	3:30– 3:45	3:30– 4:00	4:30– 5:00	
	Coffee Break	Coffee Break	Coffee Break	Coffee Break	
	4:30– 6:00	3:45 – 4:45	4:00– 5:30	5:00 – 6:00	
	Session 3 Design thinking 3 Nadia Roumani	Session 6 Connecting with Communities Doug Borwick	Session 10 Impact Investment in the Creative Sector Francisca Sanderson	Break	
	6:00– 8:00	5:00	6:00	6:00 – 7:30	5:00– 8:00
	Free	Free	Free	Public Talk Participatory, Social and Engaged Practices in the Arts Zeina Daccache, Nida Sinnokrot and Michael Rakowitz	Break
	8:30-10:30				8:00– 10:00
	Welcome Bites and Drinks				Farewell Dinner at MMAG
		Welcome Dinner			

Notes

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